INSTRUCTOR

Name: Kathryn Atamanchuk
Phone: 204-480-1414  
Office Location: SP-327 (New Engineering Bldg)
Fax: 204-474-7676  
Office Hours: T 4:30-5:30 pm (or by apt)
Email: kathryn.atamanchuk@umanitoba.ca  
Class Time: Tues/Thurs 6:15-9:30pm

COURSE DESCRIPTION

Topics covered in this course will include project initiating, planning, executing, monitoring and controlling, and closing. Knowledge areas such as scope, schedule, cost, risk, and HR management will be discussed. The course will make use of industrial projects for developing a strong planning and analytical approach pertinent to project management.

This course introduces the fundamental principles and practices of Project Management (PM). The course material will primarily follow the Project Management Institute methodology as presented in the Project Management Body of Knowledge (PMBOK®). Additional PM philosophies such as PRINCE2 and Agile will also be discussed. Case studies, articles, and a team project will provide practical context to supplement the lecture material. As Project Management is a multi-disciplinary field, this course is of interest to anyone who wants a better appreciation of the importance that PM plays in today’s competitive environment.

COURSE OBJECTIVES

On course completion, you should be able to:

1) Apply the concepts of Project Management (PM) in a corporate or industrial setting.
2) Create, analyze, calculate and present planning documentation that defines a project’s requirements and its conduct and control in a team environment.
3) Evaluate project progress to determine deviations from plan and required actions.
4) Understand the importance that communication, risk management, and change management plays in successful Project Management.
5) Evaluate a project’s outcome to develop a thorough Lessons Learned document.
6) Interpret and select from a variety of specialized Project Management methodologies and tools to help attain project success.
AACSB Assurance of Learning Goals and Objectives.

The Asper School of Business is proudly accredited by AACSB. Accreditation requires a process of continuous improvement for the School and our students. Part of “student improvement” is ensuring that students graduate with the knowledge and skills they need to succeed in their careers. To do so, the Asper School has set the learning goals and objectives listed below for the MBA Program. The checked goal(s) and objective(s) will be addressed in this course and done so by means of the items listed next to the checkmark.

<table>
<thead>
<tr>
<th>Goals and Objectives in the MBA Program</th>
<th>Goals and Objectives Addressed in this Course</th>
<th>Course Item(s) Relevant to these Goals and Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Strategic Thinking Students will think critically and creatively about solutions to organizational problems, considering short-term and long-term goals, resources, risks, and opportunities.</td>
<td>X</td>
<td>Case studies, assignments</td>
</tr>
<tr>
<td>A. Students are able to identify situations where strategic thinking is necessary.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>B. Students are able to identify different strategies.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>C. Students are able to perform a basic strategic analysis.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>D. Students are able to recommend strategic alternatives and their implementations.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>2 Global Perspective Students will adopt a global mindset in considering organizational decisions.</td>
<td>X</td>
<td>HR management knowledge area</td>
</tr>
<tr>
<td>A. Students have an awareness of global diversity, and multicultural awareness.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Students have an awareness of different global perspectives.</td>
<td></td>
<td></td>
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<tr>
<td>C. Students have been exposed to global business environments through course materials</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Ethical Mindset Students will consider ethical and moral issues when analyzing and recommending solutions to organizational problems.</td>
<td>X</td>
<td>Professionalism and Ethics module</td>
</tr>
<tr>
<td>A. Students demonstrate an understanding of the responsibility of business in society.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>B. Students demonstrate an understanding of ethical decision making.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>C. Students demonstrate moral development in ethical decision making.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>D. Students demonstrate an understanding of the responsibilities of a leader’s role as it relates to ethics.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>4 Quantitative and Financial Proficiency Students will demonstrate the ability to approach organizational issues using quantitative and financial analysis.</td>
<td>X</td>
<td>Cost Management Knowledge Area, Assignments</td>
</tr>
<tr>
<td>A. Students are able to identify that a problem containing a quantitative aspect exists.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>B. Students are able to apply financial methodologies in the answering of business questions.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>C. Students are able to demonstrate a basic financial proficiency in understanding the role and flow of money in an organization.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>D. Students are able to interpret the results of a financial analysis.</td>
<td>X</td>
<td></td>
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</tbody>
</table>
COURSE MATERIALS

The following is a list of required course materials. All materials are available at the UofM Bookstore, unless website links are provided or they are posted to UM Learn (see Course Schedule for details).

1) The REQUIRED textbook for the course is:

OPM 7170 Project Management – Summer 2019 Reading Package (available at the UofM Bookstore)

2) The OPTIONAL textbook for the course is the PMBOK® Guide described below. While it is optional, if you think you will be managing projects in the future, I would highly recommend this as it is an excellent reference book to have on your office bookshelf. It is available the UofM Bookstore as well as in bookstores like Indigo/Chapters or online at Amazon.

Author/Publisher: Project Management Institute, Inc., ISBN: 978-1-62825-184-5

LECTURE NOTES/HANDOUTS

This course will be set up in UM Learn. As such, all lecture notes, presentations, and hand-outs will be available here

Preliminary lecture notes/presentations will be posted to UM Learn no later than 24 hours prior to the scheduled lecture slot. Upon completion of the associated lecture updated presentations including any additional notes/examples discussed in class will be posted to UM Learn within 24 hours.

COURSE ASSESSMENT

Student progress will be assessed through:

- Participation – 20%
- Four (4) Mini-Tests (with best three (3) counting towards grade) – 15%
- Four (4) Individual Assignments – 10%
- Team Project – 25%
- Final Exam – 30%

Participation:
- Class participation will be assessed on a per class basis as follows:
  - 0 points – no active class participation; or unexcused absence from class
  - 1 point – answers questions posed by others but does not actively contribute to the class discussion without being called upon; or excused absence from class
  - 2 points – actively contributes to class discussion by raising issues or contributing insight related to the discussion
Mini-Tests:
- The course will contain four (4) Mini-tests as per the tentative course schedule below.
- Best three (3) tests will count towards final grade (5% each).
- Mini-tests will consist of 20 multiple choice questions and will be distributed at the beginning of the assigned classes.
- There will be no make-up dates provided for missed mini-tests.

Individual Assignments:
- The course will contain four (4) individual assignments that will be posted to the course website on UM Learn. Due dates for the assignments are as defined in the course schedule.
- Each assignment is valued at 2.5% of your final grade.
- Late assignments will be docked 25% per day beyond the specified due date and time unless an alternate due date is arranged in advance due to extenuating circumstances.

Team Project:
- Thorough project planning is one of the most critical steps in maximizing the success of a project. A team project will be used to help you gain some experience with the rigours of proper project planning. The team project will include an oral presentation component (worth 5%) and a written Project Management Plan (worth 20%).
- Peer evaluations will be used as part of the assessment of the Project Management team project. Please note that your individual score can be negatively affected by the peer evaluations you receive from your teammates.
- Late project deliverables (either hardcopy, electronic copy, or individual peer evaluation submission) will be docked 25% per day beyond the specified due date and time unless an alternate due date is arranged in advance due to extenuating circumstances.
- Further details on the project will be provided in class and posted to UM Learn.

Final Exam:
- The Final Exam will be closed-book, closed-notes. The exam will be held at the University scheduled time and location (details will be provided when available).

Final grades will be assigned as follows:

<table>
<thead>
<tr>
<th>Cumulative Marks</th>
<th>Grade</th>
<th>GPA</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100</td>
<td>A+</td>
<td>4.5</td>
<td>Excellent</td>
</tr>
<tr>
<td>80-89</td>
<td>A</td>
<td>4.0</td>
<td>Very Good</td>
</tr>
<tr>
<td>75-79</td>
<td>B+</td>
<td>3.5</td>
<td>Good</td>
</tr>
<tr>
<td>70-74</td>
<td>B</td>
<td>3.0</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>65-69</td>
<td>C+</td>
<td>2.5</td>
<td>Marginal</td>
</tr>
<tr>
<td>60-64</td>
<td>C</td>
<td>2.0</td>
<td>Unsatisfactory</td>
</tr>
<tr>
<td>50-59</td>
<td>D</td>
<td>1.0</td>
<td>Unsatisfactory</td>
</tr>
<tr>
<td>Below 50</td>
<td>F</td>
<td>0.0</td>
<td></td>
</tr>
</tbody>
</table>

**NOTE:** Class attendance is required. Missing more than 20% of this course due to absences may result in a failing grade. It is your responsibility to inform your professor in advance of your absence and the reason for it (medical documentation or employer note if away for a work commitment) is required. The professor decides how to deal with the impact of missed classes on your final grade.
COURSE SCHEDULE

The following is a tentative course schedule that could be subject to change at the instructor’s discretion.

Lecture 1: Tuesday, April 30, 2019

Material Covered:
- Introductions
- Course Outline review
- Introduction to Project Management
- Project Life Cycles and Organization
- Project Management Processes

Required Reading:
1) Course Outline
2) Reading package, Chapters 1: Introduction, Chapter 2: The Organizational Context, and (Optional reading: PMBOK® Chapters 1, 2, and 3)

Class Activities:
- Introductions
- Team formation

Lecture 2: Thursday, May 2, 2019

Material Covered:
- Project Selection Techniques
- Project Integration
- Project Scope Management – Part 1

Required Reading:
1) Reading Package: Chapter 3: Project Selection and Portfolio Management. Chapter 12: Scope Management (Optional Reading: PMBOK® Chapters 3, 4, and 5)
2) Reading package, Case Study 3.1 – Keflavik Paper Company (from Project Management: Achieving Competitive Advantage, Fourth Edition, by Jeffrey K. Pinto, pg. 111). Questions included with the case will be used for class discussion purposes only.
3) Article: Top Five Causes of Scope Creep…and What to Do About Them (2009 PMI Global Congress Proceedings) – Available at: https://www.pmi.org/learning/library/top-five-causes-scope-creep-6675

Class Activities:
- Work Breakdown Structure Exercise
- Article Discussions
Lecture 3: Tuesday, May 7, 2019

Material Covered:
- Project Scope Management – Part 2
- Schedule Management – Part 1

Required Reading:
1) Article: Top Five Causes of Scope Creep…and What to Do About Them (2009 PMI Global Congress Proceedings) – Available at: https://www.pmi.org/learning/library/top-five-causes-scope-creep-6675
2) Reading Package: Case Study 5.1: Boeing’s Virtual Fence. Questions included with the case will be used for class discussion purposes only.
3) Reading Package: Chapters 13 Time Management and 10 (Optional reading: PMBOK® Chapter 6)
4) Reading Package: The Estimating Problem. Questions included with the case will be used for class discussion purposes only.

Class Activities:
- Article Discussions

Deliverables
- Mini-Test #1
- Individual Assignment #1 due by 6:15pm

Lecture 4: Thursday, May 9, 2019

Material Covered:
- Schedule Management – Part 2

Required Reading:
1) Reading Package: Chapters 13 Time Management and 10 (Optional reading: PMBOK® Chapter 6)

Class Activities:
- Network diagram exercises
- MS Project Tutorial
Lecture 5: Tuesday, May 14, 2019

Material Covered:
- Cost Management

Required Reading:
1) Reading Package: Chapters 28: Earned Value management (Optional reading: PMBOK® Chapter 7)

Class Activities:
- Mini-Test #2
- Paper Tower Challenge

Lecture 6: Thursday, May 16, 2019

Material Covered:
- Quality Management
- HR Management

Required Reading:
1) Reading Package: Chapter 6: Project Team Building, Conflict, and Negotiation, Chapter 4: Leadership and the Project Manager, Chapter 19: Quality Management (Optional reading: PMBOK® Chapters 8 and 9)
2) Article: Quality Management – the Project Managers Perspective by John L. Patterson – Available at: https://www.pmi.org/learning/library/quality-management-key-concepts-assurance-5715
3) Reading Package: Case Study 4.3: Problems with John. Questions included with the case will be used for class discussion purposes only.

Class Activities:
- Article/Case Discussions

Deliverables:
- Individual Assignment #2 due in class
Lecture 7: Tuesday, May 21, 2019

Material Covered:
- Risk Management
- Change Management

Required Reading:
1) Reading Package: Chapter 20: Risk Management (Optional reading: PMBOK® Chapter 11)
2) Enabling Change Through Strategic Initiatives. Available at: http://www.pmi.org/-
   /media/PMI/documents/public/pdf/learning/thought-leadership/pulse/organizational-
   change-management.pdf?sc_lang_temp=en

Class Activities:
- Risk Management Activity
- Article/Case Discussions
- Mini-Test #3

Lecture 8: Thursday, May 23, 2019

Material Covered:
- Communication Management
- Stakeholder Management

Required Reading:
1) Reading Package: Chapter 16: Project Communication, Chapter 17: Stakeholder Management
2) The High Cost of Low Performance: The Essential Role of Communications. Available at: 
   http://www.pmi.org/-/media/PMI/documents/public/pdf/learning/thought-
   leadership/pulse/the-essential-role-of-communications.pdf
3) Reading Package: Case: Office Communications. Questions included with the case will be 
   used for class discussion purposes only.
4) Optional reading: PMBOK® Chapters 10 and 13

Class Activities:
- Communication Exercise
- Article Discussions
Lecture 9: Tuesday, May 28, 2019

Material Covered:
- Procurement Management

Required Reading:
1) Reading Package: Chapter 18: Procurement Management
2) Article: Real World Project Management: Procurement Management by Joseph Philips. Available at: https://www.projects SMART.co.uk/real-world-project-management-procurement-management.php
4) Optional reading: PMBOK® Chapter 12

Class Activities:
- Mini-Test #4
- Article Discussions

Lecture 10: Thursday, May 30, 2019

Material Covered:
- PRINCE2 Methodology
- Agile Project Management
- Professionalism and Ethics in PM
- Project ‘Uglies’

Required Reading:
1) PRINCE2 Methodology – A Basic Introduction and Diagram. Available at: http://lambie.hubpages.com/hub/PRINCE2-methodology-a-basic-introduction-and-diagram
2) How PRINCE2® Can Complement PMBOK® and Your PMP. Available at: http://www.corpedgroup.com/resources/pm/HowPrince2CanComplement.asp
3) Agile Project Management for Dummies. Available at: http://www.dummies.com/how-to/content/agile-project-management-for-dummies-cheat-sheet.html
4) PMI Code of Ethics and Professional Conduct. Available at: https://www.pmi.org/about/ethics/code
5) Reading Package: Ten Uglies of Projects

Class Activities:
- Article Discussions

 Deliverables:
- Individual Assignment #4 due by 6:15pm
Lecture 11: Tuesday, June 4, 2019

Material Covered:
- Group PM Plan presentations
- The Path to a PMP
- Course review and wrap-up and evaluations

Class Activities:
- Group PM Plan presentations
- Course Review

Deliverables:
- PM Plans due by 6:15pm (Peer Evaluations due Tues, June 5, by 4:30pm)

ACADEMIC REGULATIONS AND STUDENT SERVICES

HUMAN ETHICS APPROVAL FOR DATA COLLECTION

As part of coursework, if you will be collecting data from people who are not students in this class, you must obtain Human Ethics approval from the UofM’s Research Ethics Board (REB) prior to data collection. This applies to data collection such as surveys, interviews, focus groups, experiments, video recording, etc., where a respondent is solicited for participation.

If the entire class will be working on the same project, your instructor will apply for human ethics approval from the REB. If individuals or small groups of students will be working on different projects, it is the responsibility of the students to obtain approval (only one group member needs to apply). Your instructor will tell you whether s/he will be or you need to. When in doubt, please talk to your instructor.

Instructions and forms to apply for human ethics approval can be found at: http://umanitoba.ca/research/orec/ethics/guidelines.html

In most cases, you will be using the "Protocol Submission Form" which is under the "REB Forms - Fort Garry Campus" heading.

It can take up to six weeks to process human ethics applications and obtain approval. Therefore, plan early. Note that approval must be obtained prior to data collection and cannot be obtained during the data collection phase or retroactively. Violation can get you, your instructor, and the Asper School in serious trouble with the REB.

If you will be collecting data only from other students in the class, you do not need REB approval. If you have any questions, please contact humanethics@umanitoba.ca or your instructor.

UNCLAIMED ASSIGNMENT POLICY

Pursuant to the FIPPA Review Committee’s approved recommendations of August 15, 2007, all unclaimed student assignments will become the property of the faculty and will be subject to destruction six months after the completion of any given academic term.
**STUDENT SERVICES AND SUPPORTS**

The University of Manitoba provides many different services that can enhance learning and provide support for a variety of academic and personal concerns. You are encouraged to visit the below websites to learn more about these services and supports. If you have any questions or concerns, please do not hesitate to contact your instructor or the Graduate Program Office.

<table>
<thead>
<tr>
<th>For Information on…</th>
<th>…follow this link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Outlines, Year-at-a-Glance, Concentrations, Textbooks, VW Dates and Final Exams</td>
<td>MBA Course Information</td>
</tr>
<tr>
<td>Exam Rescheduling Policy - Please refer to Missing a Test/Exam on page 14 of the MBA Student Handbook</td>
<td>MBA Student Handbook</td>
</tr>
<tr>
<td>Help with research needs such as books, journals, sources of data, how to cite, and writing</td>
<td>Library Resources</td>
</tr>
<tr>
<td>Tutors, workshops, and resources to help you improve your learning, writing, time management, and test-taking skills</td>
<td>Writing and Learning Support</td>
</tr>
<tr>
<td>Support and advocacy for students with disabilities to help them in their academic work and progress</td>
<td>Student Accessibility Services</td>
</tr>
<tr>
<td>Copyright-related questions and resources to help you avoid plagiarism or intellectual property violations</td>
<td>Copyright Office</td>
</tr>
<tr>
<td>Student discipline bylaws, policies and procedures on academic integrity and misconduct, appeal procedures</td>
<td>Academic Integrity</td>
</tr>
<tr>
<td>Policies &amp; procedures with respect to student discipline or misconduct, including academic integrity violations</td>
<td>Student Discipline</td>
</tr>
<tr>
<td>Students’ rights &amp; responsibilities, policies &amp; procedures, and support services for academic or discipline concerns</td>
<td>Student Advocacy</td>
</tr>
<tr>
<td>Your rights and responsibilities as a student, in both academic and non-academic contexts</td>
<td>Your rights and responsibilities</td>
</tr>
<tr>
<td>Full range of medical services for any physical or mental health issues</td>
<td>University Health Service</td>
</tr>
<tr>
<td>Information on health topics, including physical/mental health, alcohol/substance use harms, and sexual assault</td>
<td>Health and Wellness</td>
</tr>
<tr>
<td>Any aspect of mental health, including anxiety, stress, depression, help with relationships or other life concerns, crisis services, and counselling.</td>
<td>Student Counselling Centre</td>
</tr>
<tr>
<td>Support services available for help regarding any aspect of student and campus life, especially safety issues</td>
<td>Student Support Case Management</td>
</tr>
<tr>
<td>Resources available on campus, for environmental, mental, physical, socio-cultural, and spiritual well-being</td>
<td>Live Well @ UofM</td>
</tr>
<tr>
<td>Help with any concerns of harassment, discrimination, or sexual assault</td>
<td>Respectful Work and Learning Environment</td>
</tr>
<tr>
<td>Concerns involving violence or threats, protocols for reporting, and how the university addresses them</td>
<td>Violent or Threatening Behaviour</td>
</tr>
</tbody>
</table>
It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any dishonesty in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic dishonesty under the heading “Plagiarism and Cheating.” Specifically, acts of academic dishonesty include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing tests prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic dishonesty. Because of the unique nature of group projects, all group members must exercise extraordinary care to insure that the group project does not violate the policy on Academic Integrity. Should a violation occur on a group project, all group members will be held jointly accountable, no matter what their individual level of involvement in the specific violation.

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it relates to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic dishonesty involving a graduate student (i.e. MBA, MSc or PhD student) will be reported directly by the instructor to the Dean of the Faculty of Graduate Studies.
Kathryn Atamanchuk, P.Eng., MBA, PMP, FEC is an Engineer-in-Residence and the Industry Partnerships Facilitator for the Faculty of Engineering at the University of Manitoba. She earned both her B.Sc. (Mech Eng) and MBA degrees at the University of Manitoba. Kathryn holds a Project Management Professional designation with the Project Management Institute. She has also received Foundation certification in PRINCE2.

Prior to joining the University of Manitoba, Kathryn worked at StandardAero for 13 years in roles such as Service Engineer, Project Engineer, Engineering Manager, and finally as Director of Engineering Services. In her capacity as an Engineer-in-Residence at the University, Kathryn supports Manitoba’s Aero-Engine Test sector through delivery of industry related courses and facilitation of research initiatives between the University and industry partners. Kathryn is also actively involved in several committees as part of the Engineers Geoscientists Manitoba.

She currently teaches courses in applied instrumentation, operations management, and project management.